

APPENDIX L

PLANNING FOR CIVILIAN MOBILIZATION RECRUITMENT

A. CONCEPT OF FIGURE

Figure L-1 shows the relationship among the various steps in planning for mobilization recruitment of Federal civilian employees. Those steps shown as parallel to one another can be accomplished simultaneously. A step shown immediately following one or more other steps depends on the completion of the preceding steps before it can begin. For example, Step 1 must be completed before Step 2 begins, but Step 3 can be accomplished and time during the period required for Steps 1 and 2. Both Steps 2 and 3 must be completed before Step 4 begins. Tenant organizations should take Steps 1-15 concurrently and in coordination with the host installation. Figure L-1 follows the description of the individual steps.

B. DESCRIPTION OF PLANNING STEPS

The numbered description below refer to the steps (arrows) on Figure L-1 with the corresponding numbers:

1. Compare peacetime and mobilization authorization documents and develop lists of:

- a. Common positions
- b. New positions on mobilization
- c. Positions made excess by mobilization

2. Prepare a separate abbreviated file of job/position descriptions for all new mobilization jobs that are not authorized in peacetime. Include the Dictionary of Occupational Titles (DOT) codes on all requests for personnel actions that accompany abbreviated job/position descriptions.

3. Obtain from functional managers the timephased work force priorities to meet the most urgent mission requirements during mobilization.

4. Through functional managers identify all key positions.

5. Identify all employees who are likely to receive a military call-up in the early stages of mobilization. For planning purposes these should include all Ready Reservists, military retirees under 60 years of age who did not retire on disability and are not Key Employees, and 20 year old males with no known physical disqualifications. Depending on Service policies and the individual skills, Standby Reservists may be included.

6. Develop and maintain current **lists**¹ of:
 - a. Federal civilian retirees in the local area.
 - b. Local military retirees not likely to be recalled to active duty.
 - c. Civilian and military family members (when practical and including both local and returning from overseas) with useful skills who want to fill a mobilization position.
7. Arrange for local U.S. Employment Service offices to provide expanded recruitment and referral services on mobilization, and determine the capabilities of other local sources such as schools, colleges, training facilities, industries, trade and craft unions, special interest groups (including veterans and minority organizations) and OPM offices.
8. Compare the results of Steps 4 and 5 to identify critical early losses. Reassign the Ready Reservists to non-key positions or have them removed from the Ready Reserve. Request exemption from **callup** for military retirees in key positions.
9. Designate key position replacements for all reservists and for those military retirees for whom exemption from **callup** has not been granted.
10. Identify the remaining (non-key) positions occupied by those likely to receive a military **callup** within the early months of mobilization.
11. Develop initial mobilization vacancy list by combining current vacancies , new positions to be established on mobilization, expected early losses to military **callup**, and estimated attrition.
12. Designate in advance incumbents of "excess positions" and any personnel over the peacetime authorization to fill mobilization positions for which they are qualified.
13. To qualify more incumbents of "excess positions" for **mobilization** positions and to make recruitment easier:
 - a. Plan internal promotions to use current employees in higher grades in their skills and reduce the vacancies to more readily available entry level skills.

¹ Lists will be most useful if the installation contacts each individual to determine his or her skills and readiness to accept a position on mobilization. For paragraphs 6a. and b., the Defense Manpower Data Center can provide the initial input.

b. Use job engineering to accomplish the same purpose as in paragraph a. above.

c. Consider detailing excess employees to mobilization jobs requiring lower grades (at no loss in pay).

d. Develop programs to train new employees and to qualify available current employees for mobilization positions.

14. Designate incumbents of "excess positions" who do not have skills needed to fill mobilization positions remaining after Step 13 as a source for filling mobilization positions at other Service activities.

15. Assign priorities and maintain the required recruitment list (all positions which cannot be filled with current employees after Step 13) by title, series and grade, with supporting job descriptions.

16. If the installation supports tenant activities, identify common mobilization vacancies and establish priorities and procedures for assigning available personnel. (Tenant organizations should be taking Steps 1-15 during the same period as, and in coordination with, the host installation.)

17. Identify positions on the recruitment list that require highly specialized or scarce skills, and determine specific manpower sources in advance

18. Prepare standby emergency job orders for the numbers and skills of jobs on the recruitment list for submittal to local U.S. Employment Service offices when required.

19.¹ Conduct a periodic analysis of the local labor market with OPM area offices, U.S. Employment Service offices and other recruitment sources identified in the staffing plan to determine likely projected capabilities and shortfalls .

20.¹ Identify potential sources of recruitment competition from other DoD agencies or defense industries, and establish an inter-Service committee, if needed, to resolve conflicting requirements and priorities among competing DoD activities .

21. Based on the results of all preceding steps, make a comprehensive analysis comparing the mobilization recruitment list with the capabilities of the recruiting sources. Identify sources and strategies to match each position on the list.

¹ If the installation is in a recruiting area which includes two or more DoD servicing civilian **personnel** offices, these steps should be taken in conjunction with the area staffing committee.

22. If local recruitment appears infeasible for any mobilization vacancies, refer outstanding requirements to higher headquarters for recruiting assistance or other actions.

23. Plan CPO staffing to support increased personnel recruitment, examination, hiring, training and administration.

24. On periodic plan reviews, or whenever significant changes occur in mobilization plans or manpower authorizations (peacetime or mobilization), reexamine each step in this planning sequence, updating and modifying products and procedures as needed.

C0 PRACTICAL CONSTRAINTS

The dynamics of a constantly changing work force can limit the degree of detail that is realistically feasible and cost-effective in carrying out some of the recruitment **planning** steps. Installations that have a fairly stable work force can plan in greater detail than those with many frequent peacetime personnel changes. For example, if it is not practical to pre-identify all mobilization realignments (who goes where), the installation should at least identify what skills are likely to be needed or in excess during mobilization, as well as the secondary skills of people holding positions that become excess positions. Similarly, if it is not practical to keep current large registers of available applicants, the installation should concentrate on planning necessary job restructuring; arranging for the use of normal and supplementary recruitment sources; and developing training requirements, training courses, and sources for providing the training. These steps will help greatly in expediting recruitment. The objective should be to complete as much preplanning as is practical and feasible in order to identify problems and develop solutions before the emergency occurs.

Figure L-1
L-5

RELATIONSHIP OF RECRUITMENT PLANNING STEPS

